


# Providence South Bay Community

## 2023 Update to the Community Benefit Plan



 **Providence**  
Little Company of Mary  
Medical Center  
Torrance



 **Providence**  
Little Company of Mary  
Medical Center  
San Pedro

## Table of Contents

PREFACE.....	3
PROVIDENCE LITTLE COMPANY OF MARY: WHO WE ARE.....	4
SECTION 1: EXECUTIVE SUMMARY.....	6
SECTION 2: MISSION AND CORE VALUES.....	7
SECTION 3: DEFINITION AND DESCRIPTION OF OUR COMMUNITY .....	8
SECTION 4: COMMUNITY BENEFIT PLANNING PROCESS.....	11
SECTION 5: PRIORITY COMMUNITY NEEDS .....	12
SECTION 6: COMMUNITY HEALTH IMPROVEMENT PLAN AND MEASURABLE OBJECTIVES.....	15
SECTION 7: ADDITIONAL COMMUNITY BENEFIT PROGRAMS AND SERVICES .....	23
SECTION 8: ECONOMIC VALUE OF COMMUNITY BENEFIT .....	25
TABLE 8.1 ECONOMIC VALUE OF COMMUNITY BENEFIT PROVIDED BY PROVIDENCE LITTLE COMPANY OF MARY - TORRANCE AND SAN PEDRO JANUARY 1, 2023 THROUGH DECEMBER 31, 2023 .....	26
TABLE 8.2 ECONOMIC VALUE OF COMMUNITY BENEFIT PROVIDED BY PROVIDENCE LITTLE COMPANY OF MARY-TORRANCE JANUARY 1, 2023 THROUGH DECEMBER 31, 2023.....	27
TABLE 8.3 ECONOMIC VALUE OF COMMUNITY BENEFIT PROVIDED BY PROVIDENCE LITTLE COMPANY OF MARY SAN PEDRO JANUARY 1, 2023 THROUGH DECEMBER 31, 2023 .....	28
TABLE 8.4 ECONOMIC VALUE OF COMMUNITY BENEFIT SERVICES – TORRANCE AND SAN PEDRO .....	29
TABLE 8.5 ECONOMIC VALUE OF COMMUNITY BENEFIT SERVICES – TORRANCE .....	31
TABLE 8.6 ECONOMIC VALUE OF COMMUNITY BENEFIT SERVICES – SAN PEDRO .....	33
APPENDIX 1: MISSION COMMUNITY HEALTH COMMITTEE .....	35

## PREFACE

In accordance with Senate Bill 697, Community Benefit Legislation, Providence Little Company of Mary Medical Center San Pedro and Providence Little Company of Mary Medical Center Torrance submit this 2023 update to the Joint Annual Community Benefit Plan. Senate Bill 697 requires a not-for profit hospital in California to complete the following activities:

- Review and reaffirm its mission statement to ensure that its policies integrate and reflect the public interest in meeting its responsibilities as a not-for-profit organization.
- Complete a community needs assessment every three years, evaluating the health needs of the community served by the hospital.
- File a community benefit update annually, documenting activities that the hospital has undertaken to address community needs within its mission and financial capacity; and to the extent practicable, assign and report the economic value of community benefit provided in furtherance of its plan.

## PROVIDENCE LITTLE COMPANY OF MARY: WHO WE ARE

For the Sisters of Little Company of Mary, the heritage of compassionately caring for the needs of others is reflected in the historical significance of their name: that small group of women who stood with Mary at the foot of the cross as her son, Jesus, lay dying. From the beginning, the Sisters' commitment to the poor and vulnerable has manifested itself through outreach to underserved communities and care for the sick and dying.

In 1982, Little Company of Mary Hospital voluntarily adopted a social accountability budget and, when the organization expanded to include San Pedro Hospital, the commitment continued. During the 1990's, the Sisters of Little Company of Mary recognized that across the American Province their diminishing numbers threatened to undo core mission commitments and, following a period of discernment in 1998, entered into a joint sponsor agreement with Providence. Today, the two Little Company of Mary Medical Centers share a common governing board and leadership team for the South Bay and are both part of Providence.

### Providence Little Company of Mary Medical Centers San Pedro and Torrance

Providence Little Company of Mary Medical Center Torrance is located at 4101 Torrance Boulevard, Torrance, CA, 90503. It is an acute care hospital with 327 licensed beds founded in 1960. Providence Little Company of Mary Medical Center San Pedro is located at 1300 West Seventh Street, San Pedro, CA, 90732. It is an acute care hospital with 231 licensed beds founded in 1925. These two Providence South Bay community medical centers share a common service area because of their proximity to each other.

Providence Little Company of Mary Medical Centers San Pedro and Torrance provide the full spectrum of care from birth through the golden years. While each has its own unique character, both hospitals have stellar reputations for providing the South Bay community with clinical excellence, sophisticated technology, and care with a personal touch. In addition to the finest general medical, surgical, and critical care services, the medical centers offer a number of specialty programs.

Serving the community since 1960, Providence Little Company of Mary Medical Center Torrance offers minimally invasive surgical options using the advanced da Vinci® robotic surgery system; a cardiovascular center of excellence that features advanced cardiac catheterization and angiography equipment, making coronary angioplasty and open-heart surgery available around the clock. It also houses a state-of-the-art maternity unit, complete with the county's first single-family level III neonatal intensive care unit to enhance parent-child bonding for even the most fragile of infants, as well as an on-site perinatal center that provides complete fetal diagnostic testing and genetic counseling.

For over 90 years, Providence Little Company of Mary Medical Center San Pedro has been a landmark, serving the community's needs with invaluable clinical services. In addition to offering a comprehensive Recovery Center to the community, the hospital offers specialty services such as behavioral health and advanced rehabilitation therapy. The hospital's Sub Acute Care Center is one of California's largest sub-acute facilities, while the Center for Optimal Aging provides comprehensive care for the elderly.

Providence Little Company of Mary is proud of the strong partnerships developed in the South Bay. The partnership with Pacific Neuroscience Institute has made Providence Little Company of Mary the leader in treating complex neurosurgical, neurological, and neuro-spine cases. Thanks to a partnership with

Keck Medicine of USC, Providence Little Company of Mary is able to offer academic-based complex cardiovascular procedures. Through a partnership with City of Hope, Providence Little Company of Mary can provide State-of-the-art cancer care at the Advanced Care Center. These partnerships allow South Bay residents to receive all the care they need right in their backyard.

Finally, in addition to offering advanced services and technology, both medical centers have received several accolades and national recognition. Providence Little Company of Mary Medical Center in Torrance was named a World's Best Hospital by Newsweek six years in a row and was recognized by U.S. News & World Report as one of California's best hospitals.

## SECTION 1: EXECUTIVE SUMMARY

### **Mission and Core Values**

Providence's Mission statement and Core Values guide our commitment to improving the health of individuals and the communities we serve, especially those who are poor and vulnerable. The Mission – "As expressions of God's healing love, witnessed through the ministry of Jesus, we are steadfast in serving all, especially those who are poor and vulnerable."--permeates the everyday life of Providence Little Company of Mary and its Community Benefit Plan.

### **Definition of Community**

The two Providence South Bay Community medical centers, Providence Little Company of Mary Medical Center San Pedro and Providence Little Company of Mary Medical Center Torrance (hereafter Providence Little Company of Mary) share a common geography because of their close proximity to each other. The South Bay Community Service Area is composed of 16 distinct municipalities and is a demographically and geographically diverse region stretching from El Segundo (North), to Carson (East), to the Port of Los Angeles (South), to the Pacific Ocean (West).

### **Identifying and Prioritizing Community Needs**

Providence Little Company of Mary (PLCM) conducts a Community Health Needs Assessment every three years, per SB697, and uses this assessment as the basis for identifying health needs. PLCM updated the needs assessment in 2022 using data from governmental and private agencies as well as consultation from the leaders of local non-profit agencies and feedback from local residents. The entire Community Health Needs Assessment is posted on the Providence website at:

<https://www.providence.org/about/annual-report/chna-and-chip-reports>

### **Community Benefit Plan Activities**

We seek to grow a healthier community by partnering and collaborating with residents and organizations in our community. Based on prioritized needs from the 2022 Community Health Needs Assessment, Providence staff developed a three-year Community Health Improvement Plan of strategies to address the top three of the eight identified health needs:

- 1) Access to Health Care and Preventive Care
- 2) Homelessness and Housing Instability
- 3) Behavioral Health (Mental Health and Substance Use/Misuse)

### **Economic Value of Community Benefit Provided**

During calendar year 2023, the combined economic value of community benefit provided by both Providence Little Company of Mary Medical Center San Pedro and Providence Little Company of Mary Medical Center Torrance is at \$93,099,231 (includes Charity Care, Medi-Cal Shortfall and Community Benefit Services) with an additional \$84,726,658 in Medicare shortfall.

## SECTION 2: MISSION AND CORE VALUES

Providence's Mission Statement and the Core Values guide our organization's commitment to creating a healthier community and permeate the everyday life of the organization. The Mission Statement and Core Values are as follows:

### **Mission Statement**

As expressions of God's healing love, witnessed through the ministry of Jesus, we are steadfast in serving all, especially those who are poor and vulnerable.

### **Core Values**

#### *Compassion*

Jesus taught and healed with compassion for all. –Matthew 4:24

We reach out to those in need and offer comfort as Jesus did. We nurture the spiritual, emotional, and physical well-being of one another and those we serve. Through our healing presence, we accompany those who suffer.

#### *Dignity*

All people have been created in the image of God. –Genesis 1:27

We value, encourage and celebrate the gifts in one another. We respect the inherent dignity and worth of every individual. We recognize each interaction as a sacred encounter.

#### *Justice*

Act with justice, love with kindness and walk humbly with your God. –Micah 6:8

We foster a culture that promotes unity and reconciliation. We strive to care wisely for our people, our resources and our earth. We stand in solidarity with the most vulnerable, working to remove the causes of oppression and promoting justice for all.

#### *Excellence*

Whatever you do, work at it with all your heart. –Colossians 3:23

We set the highest standards for ourselves and our ministries. Through transformation and innovation, we strive to improve the health and quality of life in our communities. We commit to compassionate, safe and reliable practices for the care of all.

#### *Integrity*

Let us love not merely with words or speech but with actions in truth. –1 John 3:18

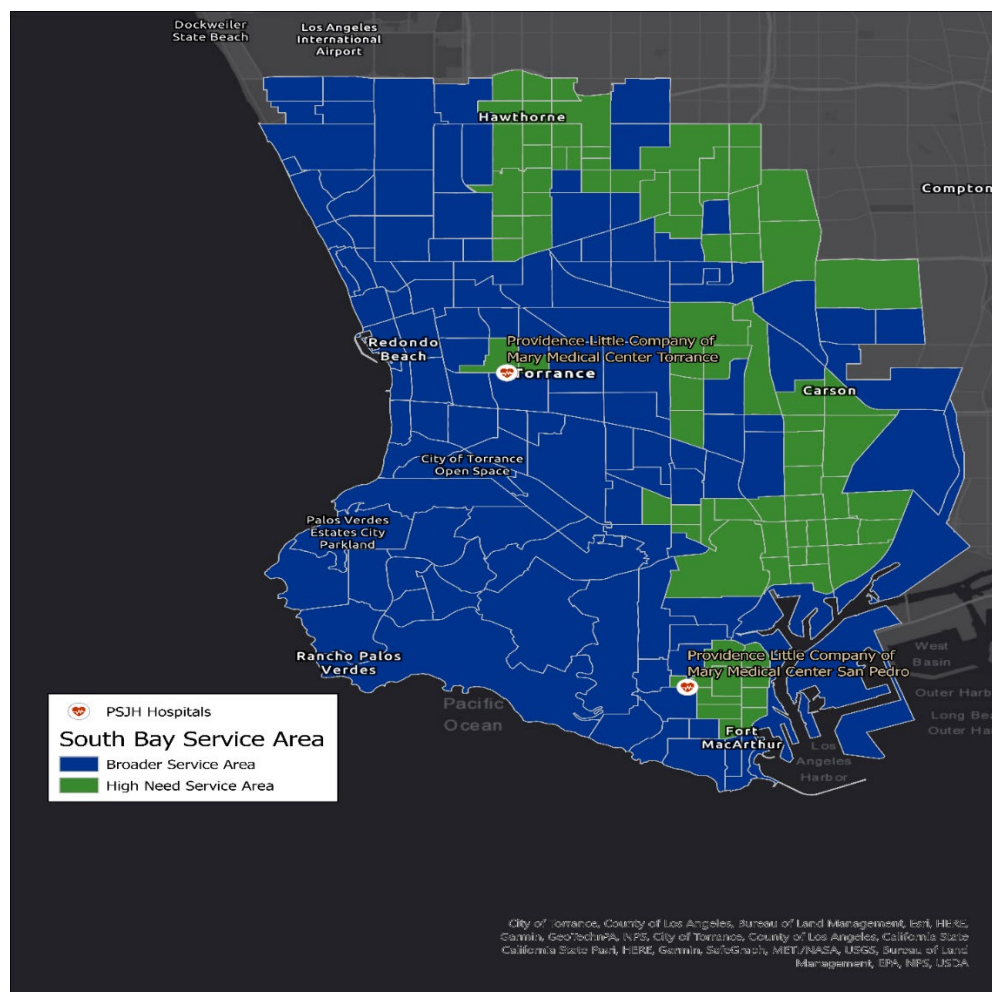
We hold ourselves accountable to do the right things for the right reasons. We speak the truth with courage and respect. We pursue authenticity with humility and simplicity.

## SECTION 3: DEFINITION AND DESCRIPTION OF OUR COMMUNITY

In defining its community for purposes of this report, we used the most recent Community Health Needs Assessment, conducted by Providence Little Company of Mary in 2022. We considered the location of the hospital and the surrounding communities, and the zip codes reported in addresses of our patients on entry into the hospital for services.

### South Bay Community

Providence Little Company of Mary Medical Center San Pedro and Providence Little Company of Mary Medical Center Torrance share a common geographic service area because of their close proximity to each other. Based on the availability of data, geographic access to these facilities, and other hospitals in neighboring counties, the South Bay of Los Angeles County, as outlined in the map, serves as the boundary for the service area.





The South Bay service area is composed of 16 distinct municipalities and is a demographically and geographically diverse region stretching from El Segundo (North), to Carson (East), to the Port of Los Angeles (South), to the Pacific Ocean (West).

For the 2022 CHNA we identified a high need service area within the total South Bay service area, based on the social determinants of health specific to the inhabitants of the service area census tracts. Based on work done by the Public Health Alliance of Southern California and their [Healthy Places Index \(HPI\)](#) tool, the following variables were used to calculate a high need census tract:

- Population below 200% the Federal Poverty Level (American Community Survey, 2019)
- Percent of population with at least a high school education (American Community Survey, 2019)
- Percent of population, ages 5 Years and older in [Limited English Households](#) (American Community Survey, 2020)
- Life expectancy at birth (estimates based on CDC, 2010 – 2015 data)

Roughly 41% of the approximately 884,116 residents of the South Bay live in the “high need” area, defined by lower life expectancy at birth, lower high school graduation rates, and more households at or below 200% FPL compared to census tracts across the county. For reference, in 2020, 200% FPL represents an annual household income of \$52,400 or less for a family of four. These households are more likely to regularly make spending tradeoffs regarding utilities, rent, groceries, medicine, and other basic expenses.

### **Population and Age Demographics**

The age distribution of the high need service area skews younger compared to the total South Bay service area. Within the high need service area there is a larger percentage of children and youth in the high need area compared to the broader service area (27.3% vs 24.5%) and smaller percentage of population over the age of 50 (28.4% vs. 39.8%). Across the total South Bay service area 50.9% of the population is female compared to 49.1% male.

### **Population by Race and Ethnicity**

The majority of residents in the high need service area are Hispanic (60%) compared to only 20.8% of the broader service area. There are a larger percentage of White (55.1%) and Asian (22.8%) populations in the broader service area compared to the high need service area (37.4%) and (14.4%). The high need service area has a larger percentage of Black or African American population (13.6%) compared to broader service area (7.5%).

## Socioeconomic Indicators

Table 1. Income Indicators for South Bay Service Area

Indicator	Broader Service Area	High Need Service Area	South Bay Service Area	Los Angeles County
<b>Median Income</b> Data Source: 2019 American Community Survey, 5-year estimate	\$106,070	\$56,484	\$80,546	\$67,817
<b>Population Below 200% of the Federal Poverty Level</b> Data Source: 2019 American Community Survey, 5-year estimate	15.0% (80,374 persons)	41.7% (149,408 persons)	25.9% (229,782 persons)	34.9% (3,458,721 persons)
<b>Percent of Renter Households with Severe Housing Cost Burden</b> Data Source: 2019 American Community Survey, 5-year estimate	20.1%	28.1%	23.4%	29.04%

Full demographic and socioeconomic information for the service area can be found in the [2022 CHNA for Providence Little Company of Mary Medical Centers](#).

## SECTION 4: COMMUNITY BENEFIT PLANNING PROCESS

The 2023 Community Benefit Plan Update is linked to the 2022 Community Health Needs Assessment and 2023-2025 Community Health Improvement Plan, which is posted on Providence's website at: <https://www.providence.org/about/annual-report/chna-and-chip-reports>

Providence Little Company of Mary conducts a Community Health Needs Assessment (CHNA) every three years, and the results are used as the basis of our community benefit planning. The CHNA process is based on the understanding that health and wellness are influenced by factors within our communities, not only within medical facilities. In gathering information on the communities served by the hospital(s), we looked not only at the health conditions of the population, but also at socioeconomic factors, the physical environment, and health behaviors. Additionally, we invited key stakeholders and community members to provide additional context to the quantitative data through qualitative data in the form of interviews and listening sessions. As often as possible, equity is at the forefront of our conversations and presentation of the data, which often have biases based on collection methodology.

In addition, we recognize that there are often geographic areas where the conditions for supporting health are substantially poorer than nearby areas. Whenever possible and reliable, data are reported at the ZIP Code or census tract level. These smaller geographic areas allow us to better understand the neighborhood level needs of our communities and better address inequities within and across communities.

We reviewed data from the American Community Survey and local public health authorities. In addition, we include hospital utilization data to identify disparities in utilization by income and insurance, geography, and race/ethnicity when reliably collected.

## SECTION 5: PRIORITY COMMUNITY NEEDS

The Mission Community Health Committee (MCHC) of the Providence Little Company of Mary Community Ministry Board is responsible for the oversight of the ministry's community health needs assessment and the prioritization of the identified significant community needs (see 2022 MCHC roster in Appendix 1). Eight significant community health needs were identified from the assessment for a prioritization process by the MCHC through a review of the secondary health data collected and based on qualitative data collected from interviews and listening sessions. The identified needs (listed in alphabetical order) include:

- Access to Health Care and Preventive Care
- Behavioral Health (Mental Health & Substance Use/Misuse)
- Chronic Diseases
- Dental Health
- Economic Insecurity
- Food Insecurity
- Homelessness & Housing Instability
- Overweight/obesity

### **Prioritization Process and Criteria**

Through a collaborative process engaging MCHC members, the Director of Community Health Investment presented a staff recommendation of the ranking of the significant health needs and shared a prioritization scorecard with the rationale for that suggested ranking. A robust in-depth discussion followed on the needs across the seven categories used to evaluate the needs on the score card. The seven categories included:

- Opportunity to Impact: Current PLCM Community Health Programs/Services
- Opportunity to Impact: Current Community Benefit Investments (operations and grants)
- Opportunity to Impact: Partnerships
- Alignment with Providence Regional Strategies
- Service Area Rates Comparison to State or National Benchmarks
- Impact of the problem on vulnerable populations
- Key Stakeholder Survey Prioritization Score

The Mission Community Health Committee of the Providence Little Company of Mary Community Ministry Board identified three priority areas (listed in priority order):

### **Priority 1: Access to Health Care & Preventive Care**

Access to care goes beyond medical care, and includes dental, vision, primary care, transportation, culturally appropriate care, and care coordination. People without insurance are less likely to have a primary care provider, and they may not be able to afford the health care services and medications they need. Strategies to increase insurance coverage rates are critical for making sure more people get important health care services, like preventive care and treatment for chronic illnesses.

### **Priority 2: Homelessness & Housing Instability**

Homelessness is defined as any individual or family who lacks a fixed, regular, and adequate nighttime residence; an individual or family who will imminently lose their primary nighttime residence; and any individual or family who is fleeing, or is attempting to flee, domestic violence, has no other residence, and lacks the resources or support networks to obtain other permanent housing. Health and homelessness are inextricably linked. Health problems can cause a person's homelessness as well as be exacerbated by the experience. Housing is key to addressing the health needs of people experiencing homelessness.

Housing instability encompasses several challenges such as having trouble paying rent, overcrowding, moving frequently, staying with relatives, or spending the bulk of household income on housing. Households are considered "cost burdened" if spending more than 30% of household income on housing, and "severely cost burdened" if spending more than 50% of household income on housing. Cost-burdened households have little left over each month to spend on other necessities such as food, clothing, utilities, and health care.

### **Priority 3: Behavioral Health (Mental Health and Substance Use/Misuse)**

Mental health is an important part of overall health and well-being. Mental health includes our emotional, psychological, and social well-being. It affects how we think, feel, and act. It also helps determine how we manage stress, relate to others, and make healthy choices. Mental health is important at every stage of life, from childhood and adolescence through adulthood. Mental health programs include the prevention, screening, assessment, and treatment of mental disorders and behavioral conditions.

Substance use/misuse occurs when the recurrent use of alcohol and/or drugs causes clinically significant impairment, including health problems, disability, and inability to meet major responsibilities at work, school, or home. Substance use/misuse includes the use of illegal drugs and the inappropriate use of legal substances, such as alcohol, prescription drugs and tobacco.

### **Needs Beyond the Hospital's Service Program**

No hospital facility can address all of the health needs present in its community. We are committed to continuing our Mission through programs and grants addressing seven of the eight identified health needs from the 2022 Community Health Needs Assessment. However, the identified health need of dental care will not be actively addressed and the explanations of our rationale are provided below:

- Dental Care is not as pressing as the other identified health needs and was prioritized as the lowest of the eight identified health needs in the 2022 Community Health Needs Assessment.
- Our hospital does not have expertise to effectively address dental care compared to other stakeholders who are better equipped to address this need.
- Dental care is being addressed by other stakeholders in the community, particularly multiple local Federally Qualified Health Centers who have been recently expanding this line of service in their clinics.

## SECTION 6: COMMUNITY HEALTH IMPROVEMENT PLAN AND MEASURABLE OBJECTIVES

The 2023-2025 Community Health Improvement Plan (CHIP) was developed by leadership in Providence Little Company of Mary's Community Health Investment department. The CHIP considers 1) existing evidence-based hospital programs and investments, 2) new potential opportunities for additional growth, and 3) partnerships with local organizations committed to addressing the top three needs identified in the 2022 CHNA. The CHIP was presented to and reviewed by the Mission Community Health Committee on March 14, 2023 and was unanimously approved and adopted by the Committee on behalf of the Providence Little Company of Mary Community Ministry Board.

While the focus of the 2023-2025 CHIP primarily is centered around efforts to address the top three identified needs, PLCM recognizes there are numerous other programs that address other community needs that the hospitals will remain committed to continuing--particularly those with a long history and reputation of positive and effective impact. Furthermore, in light of the recent COVID-19 pandemic, we recognize that the needs of the community are a dynamically evolving situation and we may need to adapt accordingly to be responsive to those needs. While our CHIP outlines our best intended efforts to meet the community's needs, we believe that it will be important to maintain a spirit of flexibility in our approach to community benefit throughout the course of this three-year period.

## Community Need Addressed #1: Access to Health Care & Preventive Care

### Long-Term Goal(s)/ Vision

- To improve access to health care and preventive resources for people with low incomes and those uninsured by deploying programs to assist with navigating the health care system.
- To ease the way for people to access the appropriate level of care at the right time.
- To increase the percentage of people with insurance in the community.

Strategy	Strategy Measure(s)	2023-2025 Objectives	2023 Impact
<b>Community Health Insurance Program:</b> CHWs provide community-based outreach and enrollment assistance about affordable health insurance options including Medi-Cal and Covered California health plans	Number of insurance applications assisted  Percentage of applications with enrollment confirmed	<ul style="list-style-type: none"> <li>• 2,800 insurance applications assisted per year</li> <li>• 90% of applications assisted will have enrollment confirmed</li> </ul>	<ul style="list-style-type: none"> <li>• 2,863 insurance applications assisted per year</li> <li>• 94% of applications assisted will have enrollment confirmed</li> </ul>
<b>Welcome Baby:</b> a home-visitation program, led by RN and parent coaches providing pregnant and/or new parents with information, and support to help them through the journey of pregnancy and early parenthood	Number of patients receiving home visitation services  Percentage of Medi-Cal eligible infants insured by two- month home visit	<ul style="list-style-type: none"> <li>• Reincorporate availability of in-person home visitation services</li> <li>• 1,200 patients receiving home visitation services per year (combined virtual or in-person)</li> <li>• 97% of Medi-Cal eligible infants insured</li> </ul>	<ul style="list-style-type: none"> <li>• 68% of visits conducted in-person</li> <li>• 1,217 patients receiving home visitation</li> <li>• 95% of Medi-Cal eligible infants insured</li> </ul>
<b>Partners for Healthy Kids:</b> a mobile clinic offering childhood immunizations at elementary and middle schools; COVID-19 and flu immunizations for adults; and health insurance enrollment information and navigation assistance	Number of immunizations administered	<ul style="list-style-type: none"> <li>• 4,400 childhood vaccines administered per year</li> <li>• 110 influenza vaccines administered per year</li> <li>• COVID-19 vaccine objective TBD based upon community need</li> </ul>	<ul style="list-style-type: none"> <li>• 3,490 childhood vaccines administered</li> <li>• 267 influenza vaccines administered</li> <li>• 37 COVID-19 vaccines administered</li> </ul>



<p><b>CHW COVID-19 Outreach and Education:</b> CHWs deliver grassroots outreach that promote information on COVID-19 prevention, testing, and vaccinations. The program focuses on local communities with low vaccination rates and high rates of COVID-19 transmission identified by LA County Department of Public Health</p>	<p>Number of outreach contacts made</p>	<ul style="list-style-type: none"> <li>• 50,000 outreach contacts/year</li> <li>• Expanded scope of work to include chronic disease prevention and early intervention outreach</li> </ul>	<ul style="list-style-type: none"> <li>• 34,275 outreach contacts made</li> <li>• Grant funding for project ended on 8/31/2023 and is being replaced by Community Public Health Team</li> </ul>
<p><b>Community Public Health Team:</b> a model of public health service delivery being piloted across 10 high-priority neighborhoods in LA County. Providence community health workers will visit homes in select Wilmington census tracts to identify household needs and connect families to health and social service resources in partnership alongside Wilmington Community Clinic and LA County Dept of Public Health.</p>	<p>Number of household visits made</p> <p>Number of Household Assessments completed</p> <p>Number of referrals made to Wilmington Community Clinic</p>	<ul style="list-style-type: none"> <li>• By the end of 2025, visit 8,393 households per year</li> <li>• Annual benchmarks for other objectives to be set after pilot implementation of household visits in 2024</li> </ul>	<ul style="list-style-type: none"> <li>• New grant funded project to begin implementation in 2024</li> </ul>
<p><b>Emergency Department Community Health Workers:</b> CHWs who assist uninsured patients in the emergency department with affordable health care options, applications for enrollment in eligible health insurance programs and coordination of follow-up visits at a clinic in their community</p>	<p>Number of primary care referrals and appointments made</p> <p>Percentage of patient follow up primary care appointments kept</p>	<ul style="list-style-type: none"> <li>• 1,800 appointments made per year</li> <li>• 75% of follow up primary care appointments kept</li> </ul>	<ul style="list-style-type: none"> <li>• 1,140 follow up primary care referrals and appointments made</li> <li>• 74% of patient follow up primary care appointments made</li> </ul>

<p><b>Grantmaking:</b> Financial support to local agencies that provide healthcare to underserved populations, including Federally Qualified Health Centers</p>	<p>Number of grants awarded</p> <p>Total \$ value of grants awarded</p>	<ul style="list-style-type: none"> <li>• 2023: Identify organizations and award grants through PLCM local ministry grantmaking</li> <li>• 2024-2025: Nominate and advocate for local South Bay organizations for funding to Providence's South Division future grantmaking structure</li> </ul>	<p>Total of \$1,980,705 awarded to seven grantees:</p> <ul style="list-style-type: none"> <li>• Golden State Recuperative Care</li> <li>• Harbor Care Foundation</li> <li>• Harbor Community Health Center</li> <li>• Harbor Interfaith Services</li> <li>• Healthcare in Action</li> <li>• Venice Family Clinic</li> <li>• Wilmington Community Clinic</li> </ul>
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## Community Need Addressed #2: Homelessness and Housing Insecurity

### Long-Term Goal(s)/ Vision

- A seamless connection between health care and homeless services, ensuring that people experiencing homelessness receive timely and appropriate linkage to community-based homeless services.
- Providence is a dedicated member of local coalitions to ensure coordination of homeless support services, including recuperative care, and that there are increased connections to supportive services for individuals experiencing homelessness.

Strategy	Strategy Measure(s)	2023-2025 Objectives	2023 Impact
<b>CHW Homeless Care Navigators:</b> CHWs placed within our emergency department to specifically care for patients experiencing homelessness. They act as liaisons between homeless service providers and our Medical Centers to reduce avoidable emergency department visits and link patients with permanent and interim housing.	Number of patients experiencing homelessness connected to shelter/housing	<ul style="list-style-type: none"> <li>• 200 patients connected to shelter/housing per year</li> </ul>	<ul style="list-style-type: none"> <li>• 155 patients connected to shelter/housing</li> </ul>
<b>Partnership Building:</b> Strengthen collaboration between South Bay hospitals, homeless service providers, and FQHCs.	Participation and engagement in local/regional coalitions on homelessness  New potential partnerships identified  Number of cooperative and collaborative partnerships	<ul style="list-style-type: none"> <li>• Increased participation and representation of Providence at two local coalitions on homelessness</li> <li>• <u>Networking &amp; Coordinating:</u> Identify additional community-based organizations for potential partnerships</li> <li>• <u>Collaborating:</u> Strengthen existing partnerships to form collaborative relationships</li> </ul>	<ul style="list-style-type: none"> <li>• Coalitions:               <ul style="list-style-type: none"> <li>○ LA Partnership, South Bay Hospital Collaborative, LA Recuperative Care Learning Network</li> </ul> </li> <li>• Mayor's Fund</li> <li>• Affordable Housing Partners               <ul style="list-style-type: none"> <li>○ Abode Communities</li> <li>○ LINC Housing</li> </ul> </li> <li>• Street Medicine Partners               <ul style="list-style-type: none"> <li>○ Venice Family Clinic</li> <li>○ City of Torrance</li> <li>○ Healthcare in Action</li> </ul> </li> </ul>

<p><b>Grantmaking:</b> Financial support to local partners across the continuum of homeless services, including: recuperative care, street medicine, and interim housing</p>	<p>Number of grants awarded</p> <p>Total \$ value of grants awarded</p>	<ul style="list-style-type: none"> <li>• 2023: Identify organizations and award grants through PLCM local ministry grantmaking</li> <li>• 2024-2025: Nominate and advocate for local South Bay organizations for funding to Providence’s South Division future grantmaking structure</li> </ul>	<p>Total of \$1,705,000 awarded to six grantees:</p> <ul style="list-style-type: none"> <li>• City of Torrance</li> <li>• Golden State Recuperative Care</li> <li>• Harbor Interfaith Services</li> <li>• Healthcare in Action</li> <li>• Horizon Recuperative Care</li> <li>• National Health Foundation</li> </ul>
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### Community Need Addressed #3: Behavioral Health (Mental Health and Substance Use/Misuse)

#### Long-Term Goal(s)/ Vision

- To ensure equitable access to high-quality, culturally responsive, and linguistically appropriate mental health services, especially for populations with low incomes.
- An improved workforce of mental health professionals that is representative of the community served and can effectively and compassionately respond to the community's mental health and substance use needs.

Strategy	Strategy Measure(s)	2023-2025 Objectives	2023 Impact
<b>Mental Health First Aid:</b> support prevention and early intervention by teaching the evidence-based MHFA curriculum. The skills-based course teaches participants how to identify, understand and respond to signs and symptoms of mental health and substance use challenges	Number of participants trained and certified in Mental Health First Aid	<ul style="list-style-type: none"> <li>• By 2025, 650 participants trained and certified in MHFA per year</li> </ul>	<ul style="list-style-type: none"> <li>• 370 participants trained in Mental Health First Aid</li> </ul>
<b>Behavioral Health Care Navigation:</b> CHW links Providence Little Company of Mary Medical Center emergency department patients to follow up care with behavioral health treatment resources	Number of patients contacted  Number of patients that consent to receive navigation assistance  Number of patients that utilize behavioral health treatment resource	<ul style="list-style-type: none"> <li>• 500 patients contacted per year</li> <li>• 100 patients consent to receive navigation assistance per year</li> <li>• 60 patients utilize behavioral health treatment resource per year</li> </ul>	<ul style="list-style-type: none"> <li>• 447 patients contacted</li> <li>• 78 patients consented to receive navigation assistance</li> <li>• 20 patients utilized behavioral health treatment resources</li> </ul>

<p><b>Integrated Therapy Services within Primary Care:</b> a partnership with Richstone Family Services to integrate mental health screenings and free short-term therapy services for patients at Providence’s Vasek Polak Health Clinic (Hawthorne) and Butte Street Clinic (San Pedro)</p>	<p>Number of PHQ-9 and GAD-7 screenings completed</p> <p>Number of patients referred to therapy services</p> <p>Number of patients that utilize therapy services</p>	<p><u>Vasek Polak</u></p> <ul style="list-style-type: none"> <li>• 1,200 screenings completed per year</li> <li>• 180 patients referred to therapy services per year</li> <li>• 100 patients utilized therapy services per year</li> </ul> <p>Implementation of screening and therapy services at Butte Street Clinic</p>	<ul style="list-style-type: none"> <li>• 848 screenings completed at Vasek Polak Health Clinic</li> <li>• 177 patients referred for therapy services at Vasek Polak Health Clinic</li> <li>• 75 patients utilized therapy services at Vasek Polak Health Clinic</li> </ul>
<p><b>Grantmaking:</b> Financial support to local non-profit mental health providers to increase access to services</p>	<p>Number of grants awarded</p> <p>Total \$ value of grants awarded</p>	<ul style="list-style-type: none"> <li>• 2023: Identify organizations and award grants through PLCM local ministry grantmaking</li> <li>• 2024-2025: Nominate and advocate for local South Bay organizations for funding to Providence’s South Division future grantmaking structure</li> </ul>	<p>A total of \$2,141,176 awarded to seven grantees:</p> <ul style="list-style-type: none"> <li>• Behavioral Health Services</li> <li>• Family Promise of the South Bay</li> <li>• Harbor Community Health Center</li> <li>• Open Path Counseling</li> <li>• Our House Grief Support Center</li> <li>• Richstone Family Center</li> </ul>

## SECTION 7: ADDITIONAL COMMUNITY BENEFIT PROGRAMS AND SERVICES

This section includes a description of additional noteworthy programs and services provided by Providence Little Company of Mary in 2023 that addressed additional identified community needs outside of the top 3 prioritized in the 2023-2025 CHIP.

Program Name	Community Need Addressed	Description	2023 Impact
<b>Creating Opportunities for Physical Activity (COPA)</b>	Overweight and Obesity	A peer coach training program for elementary school teachers that promotes independence in physical education instruction consistent with California grade level standards and creates a culture of physical activity throughout the school campus.	A total of 7,184 students and 292 teachers were impacted by our physical activity programming at 12 schools in Lawndale, Wilmington, and San Pedro for the 2023-2024 school year
<b>CalFresh Assistance</b>	Food Insecurity	CHWs provide information and enrollment assistance about CalFresh—California’s SNAP program	1,150 people were assisted with CalFresh applications
<b>Community Health Worker Academy</b>	Economic Insecurity	A workforce development and internship program that establishes a pipeline of academically trained community health workers (CHWs) for entry-level placement in healthcare employers throughout Los Angeles County	21 CHWs completed paid internships at nine different hospital/clinic sites across Los Angeles County
<b>Best Start Wilmington: Local Support Network</b>	Economic Insecurity  Food Insecurity	Provide support, capacity building, and strategic direction for the Best Start Wilmington initiative. Best Start Wilmington brings together local resident leaders and community-based organizations committed to establishing a healthy foundation for children in the community. It is driven by building neighborhood awareness and advocating for policy changes in the areas of Education, Safety, Health, Environment, and Immigration.	The Best Start Wilmington community collaborative consists of 51 community residents, 15 community-based organizations, and 7 network grantees

<b>Health Education:</b> <ul style="list-style-type: none"> <li>• Get Out and Live</li> <li>• FEAST</li> <li>• Choose2Change</li> </ul>	Chronic Diseases	<p><u>Get Out And Live (GOAL)</u>: a Type 2 diabetes self-management program affording strategies for nutrition, exercise, and stress management to: empower more informed decisions about selfcare; lead a healthier lifestyle; and improve well-being.</p> <p><u>FEAST</u>: a nutrition program offering healthy and affordable recipes to improve social, emotional, and physical wellness.</p> <p><u>Choose2Change</u>: a year-long diabetes prevention program for people at-risk for Type-2 diabetes emphasizing the lifestyle changes needed to improve nutrition; help lose weight; promote exercise; and reduce stress.</p>	<ul style="list-style-type: none"> <li>• GOAL: 10 participants</li> <li>• FEAST: 15 participants</li> <li>• Choose2Change: 15 participants</li> </ul> <p>Choose2Change diabetes prevention program received full recognition by Centers of Disease Control and Prevention (CDC)</p>
<b>Wellness and Activity Centers</b>	Economic Insecurity  Food Insecurity  Overweight and Obesity	Centers located in lower socioeconomic neighborhoods that give residents a physical space to participate in free programs run by Providence, local volunteers, and community partners. Programming promotes social connections and help improve the health of the community.	290 classes and events hosted at the Wilmington Wellness and Activity Center with a total of 3,473 participants
<b>Wilmington Farmer's Market</b>	Food Insecurity  Overweight and Obesity	The Wilmington Farmer's Market takes place every Tuesday from 10am – 2pm at our Wilmington Wellness and Activity Center. The Market provides the local community with accessible and affordable produce, eggs, and other local products. The Market accepts CalFresh, EBT, and offers the <a href="#">Market Match</a> healthy food incentive program. The market also participates in the WIC and Senior Farmer's Market Nutrition Programs.	\$26,777 of CalFresh benefits were spent at the market, and were supplemented with \$18,080 of Market Match funds to incentivize customer purchases of fresh produce



## SECTION 8: ECONOMIC VALUE OF COMMUNITY BENEFIT

Providence's Community Benefit activities are classified into three broad expenditure categories consistent with standards established by the Catholic Health Association<sup>1</sup>: Charity Care, Community Benefit Services, and Unpaid Costs of Medi-Cal. During calendar year 2023, the total combined economic value of community benefit provided by both Providence Little Company of Mary Medical Center San Pedro and Providence Little Company of Mary Medical Center Torrance is \$93,099,231 (includes Charity Care, Community Benefit Services, and Unpaid Costs of Medi-Cal) with an additional \$84,726,658 in Medicare shortfall<sup>2</sup>.

Providence applies a ratio of cost to charge to quantify financial assistance at cost, unreimbursed Medicaid, and unreimbursed Medicare. The cost to charge ratio is aligned with the IRS Form 990, Schedule H Worksheet 2. Our community benefit program expenses are reported in alignment with the total cost incurred to run our programs, and we offset any restricted revenue received to arrive at our net community benefit expense.

Tables 8.1-8.3 summarize the unreimbursed costs of these community benefits according to the framework specifically identified by Senate Bill 697:

- Medical care services
- Other services for vulnerable populations (Poor and underserved; seniors, children and youth)
- Health research, education, and training programs

Tables 8.4-8.6 provide a detailed listing of the economic value of Community Benefit Services provided by Providence Little Company of Mary in addition to the number of persons served.

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<sup>1</sup> *A Guide for Planning and Reporting Community Benefit, 2015 Edition with 2020 Update*, Catholic Health Association of the United States, St Louis, MO, 2015

<sup>2</sup> OSHPD issued guidance in 2006, notifying hospitals to report Medicare shortfall. Medicare shortfall is not included in our publicly reported total community benefit expense.

TABLE 8.1 ECONOMIC VALUE OF COMMUNITY BENEFIT PROVIDED BY PROVIDENCE  
LITTLE COMPANY OF MARY - TORRANCE AND SAN PEDRO, JANUARY 1, 2023 THROUGH  
DECEMBER 31, 2023

Senate Bill 697 Category	Programs and Services Included	Expense
<b>Medical Care Services</b>	Unpaid cost of Medicare program	\$84,726,658
	Charity Care	\$4,674,082
	Community Based Clinical Services: Partners for Healthy Kids	\$818,089
	Unpaid cost of Medi-Cal program	\$70,783,885
<b>Other Benefits for Vulnerable Populations</b>	Cost of direct service Community Benefit programs provided and grants to agencies that serve persons exposed to medical or financial risk by virtue of being uninsured and underinsured, racial and ethnic groups experiencing disparate health outcomes, or socially disadvantaged groups.	\$12,294,434
<b>Other Benefits for Broader Community</b>	Paramedic Base Station	\$1,305,162
<b>Health Research, Education and Training Programs</b>	Support for health research, nursing and other education programs	\$3,223,579
	<b>TOTAL—not including Medicare</b>	<b>\$93,099,231</b>
	<b>Medicare</b>	<b>\$84,726,658</b>
	<b>Total including Medicare</b>	<b>\$177,825,889</b>

TABLE 8.2 ECONOMIC VALUE OF COMMUNITY BENEFIT PROVIDED BY PROVIDENCE  
LITTLE COMPANY OF MARY-TORRANCE JANUARY 1, 2023 THROUGH DECEMBER 31, 2023

Senate Bill 697 Category	Programs and Services Included	Expense
<b>Medical Care Services</b>	Unpaid cost of Medicare program	\$62,472,121
	Charity Care	\$2,705,768
	Community Based Clinical Services: Partners for Healthy Kids	\$409,423
	Unpaid cost of Medi-Cal program	\$60,051,305
<b>Other Benefits for Vulnerable Populations</b>	Cost of direct service Community Benefit programs provided and grants to agencies that serve persons exposed to medical or financial risk by virtue of being uninsured and underinsured, racial and ethnic groups experiencing disparate health outcomes, or socially disadvantaged groups.	\$7,305,249
<b>Other Benefits for Broader Community</b>	Paramedic Base Station	\$1,305,162
<b>Health Research, Education and Training Programs</b>	Support for health research, nursing and other education programs	\$2,073,251
	<b>TOTAL—not including Medicare</b>	<b>\$73,850,158</b>
	<b>Medicare</b>	<b>\$62,472,121</b>
	<b>Total including Medicare</b>	<b>\$136,322,279</b>

TABLE 8.3 ECONOMIC VALUE OF COMMUNITY BENEFIT PROVIDED BY PROVIDENCE  
LITTLE COMPANY OF MARY SAN PEDRO JANUARY 1, 2023 THROUGH DECEMBER 31, 2023

Senate Bill 697 Category	Programs and Services Included	Expense
<b>Medical Care Services</b>	Unpaid cost of Medicare program	\$22,254,537
	Charity Care	\$1,968,314
	Community Based Clinical Services: Partners for Healthy Kids	\$408,666
	Unpaid cost of Medi-Cal program	\$10,732,580
<b>Other Benefits for Vulnerable Populations</b>	Cost of direct service Community Benefit programs provided and grants to agencies that serve persons exposed to medical or financial risk by virtue of being uninsured and underinsured, racial and ethnic groups experiencing disparate health outcomes, or socially disadvantaged groups.	\$4,989,185
<b>Health Research, Education and Training Programs</b>	Support for health research, nursing and other education programs	\$1,150,328
	<b>TOTAL—not including Medicare</b>	<b>\$19,249,073</b>
	<b>Medicare</b>	<b>\$22,254,537</b>
	<b>Total including Medicare</b>	<b>\$41,503,610</b>

TABLE 8.4 ECONOMIC VALUE OF COMMUNITY BENEFIT SERVICES – TORRANCE AND SAN PEDRO

**Providence Little Company of Mary Medical Centers - San Pedro and Torrance**  
**Detailed Listing of Community Benefit Services**  
**Reporting Period: January 1, 2023 - December 31, 2023**

Category	Total Expense	Net Revenue	Net Expense	Persons Served
<b>A. Community Health Improvement Services</b>				
Building Stronger Communities/Local Support Network	692,182	395,523	296,659	150
COVID Education and Outreach	278,627	117,666	160,961	17,138
Community Health Insurance Program (CHIP)	755,587	395,900	359,687	1,778
Community Health Worker Academy	200,859	103,846	97,013	9
Community Public Health Team	533,060	326,176	206,884	-
Creating Opportunities for Physical Activity (COPA)	1,129,425	581,520	547,905	7,476
Health Education	596,828	189,404	407,424	494
Homeless Care Navigation	319,147	-	319,147	218
Lawndale Wellness Center	1,009,836	691,091	318,745	-
Emergency Department Community Health Workers	246,036	-	246,036	3,230
Mental Health Assessment Team	181,847	27,662	154,185	447
Paramedic Base Station	1,306,662	1,500	1,305,162	6,627
Partners for Healthy Kids Mobile Clinic (PFHK)	823,679	5,590	818,089	1,148
PLCM Wellness and Activity Center	278,505	8,852	269,653	504
Post-Discharge for Medically Indigent (including Psych. Patients)	1,085,805	-	1,085,805	2,388
Post-Discharge Pharmacy Medication	306,041	-	306,041	597
Sexual Assault Response Team	232,639	117,446	115,193	140
Transportation/Taxi Vouchers for Medically Indigent	116,860	-	116,860	2,851
Welcome Baby Program	2,132,147	1,394,179	737,968	1,217
<b>Total A</b>	<b>12,225,772</b>	<b>4,356,355</b>	<b>7,869,417</b>	<b>46,407</b>

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**Providence Little Company of Mary Medical Centers - San Pedro and Torrance (cont.)**  
**Detailed Listing of Community Benefit Services**  
**Reporting Period: January 1, 2023 - December 31, 2023**

<b>B. Health Professions Education</b>				
Preceptorships	3,260,857	37,278	3,223,579	872
<b>Total B</b>	<b>3,260,857</b>	<b>37,278</b>	<b>3,223,579</b>	<b>872</b>
<b>C. Subsidized Health Services</b>				
<b>Total C</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>E. Cash and In-Kind Contributions</b>				
Action Hub Community Services	223	-	223	-
GLAAACC Sponsorship	5,000	-	5,000	-
Grants Supporting Access to Care	1,980,705	-	1,980,705	-
Grants Supporting Homelessness/Housing Insecurity	1,705,000	-	1,705,000	-
Grants Supporting Mental Health Support	1,723,546	-	1,723,546	-
Grants Supporting Substance Use Management	417,630	-	417,630	-
<b>Total E</b>	<b>5,832,104</b>	<b>-</b>	<b>5,832,104</b>	<b>-</b>
<b>F. Community Building</b>				
<b>Total G</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>G. Community Benefit Operations</b>				
Community Outreach Administration	716,164	-	716,164	-
<b>Total G</b>	<b>716,164</b>	<b>-</b>	<b>716,164</b>	<b>-</b>
<b>TOTAL CATEGORY A-G COMMUNITY BENEFIT</b>	<b>22,034,897</b>	<b>4,393,633</b>	<b>17,641,264</b>	<b>47,279</b>

TABLE 8.5 ECONOMIC VALUE OF COMMUNITY BENEFIT SERVICES – TORRANCE

**Providence Little Company of Mary Medical Center - Torrance**  
**Detailed Listing of Community Benefit Services**  
**Reporting Period: January 1, 2023 - December 31, 2023**

Category	Total Expense	Total Revenue	Net Expense	Persons Served
<b>A. Community Health Improvement Services</b>				
COVID Education and Outreach	139,444	58,833	80,611	8,569
Community Health Insurance Program (CHIP)	378,137	197,950	180,187	889
Community Health Worker Academy	100,514	51,923	48,591	5
Community Public Health Team	266,656	163,088	103,568	-
Creating Opportunities for Physical Activity (COPA)	565,262	290,760	274,502	3,738
Health Education	298,648	94,702	203,946	247
Homeless Care Navigation	159,730	-	159,730	109
Lawndale Wellness Center	319,676	217,618	102,058	-
Emergency Department Community Health Workers	123,137	-	123,137	2,265
Mental Health Assessment Team	91,011	13,831	77,180	224
Paramedic Base Station	1,306,662	1,500	1,305,162	6,627
Partners for Healthy Kids Mobile Clinic (PFHK)	412,218	2,795	409,423	574
PLCM Wellness and Activity Center	139,374	4,426	134,948	252
Post-Discharge for Medically Indigent (including Psych. Patients)	868,235	-	868,235	2,006
Post-Discharge Pharmacy Medication	204,100	-	204,100	271
Sexual Assault Response Team	116,349	58,723	57,626	70
Transportation/Taxi Vouchers for Medically Indigent	23,726	-	23,726	702
<b>Total A</b>	<b>5,512,879</b>	<b>1,156,149</b>	<b>4,356,730</b>	<b>26,545</b>

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**Providence Little Company of Mary Medical Center – Torrance (cont.)**  
**Detailed Listing of Community Benefit Services**  
**Reporting Period: January 1, 2023 - December 31, 2023**

<b>B. Health Professions Education</b>				
Preceptorships	2,108,116	34,865	2,073,251	604
<b>Total B</b>	<b>2,108,116</b>	<b>34,865</b>	<b>2,073,251</b>	<b>604</b>
<b>C. Subsidized Health Services</b>				
<b>Total C</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>E. Cash and In-Kind Contributions</b>				
Action Hub Community Services	223	-	223	-
GLAAACC Sponsorship	2,500	-	2,500	-
Grants Supporting Access to Care	1,000,000	-	1,000,000	-
Grants Supporting Homelessness/Housing Insecurity	1,580,000	-	1,580,000	-
Grants Supporting Mental Health Support	1,723,546	-	1,723,546	-
<b>Total E</b>	<b>4,306,269</b>	<b>-</b>	<b>4,306,269</b>	<b>-</b>
<b>F. Community Building</b>				
<b>Total F</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>G. Community Benefit Operations</b>				
Community Outreach Administration	356,835	-	356,835	-
<b>Total G</b>	<b>356,835</b>	<b>-</b>	<b>356,835</b>	<b>-</b>
<b>TOTAL CATEGORY A-G COMMUNITY BENEFIT</b>	<b>12,284,099</b>	<b>1,191,014</b>	<b>11,093,085</b>	<b>27,149</b>



TABLE 8.6 ECONOMIC VALUE OF COMMUNITY BENEFIT SERVICES – SAN PEDRO

**Providence Little Company of Mary Medical Center - San Pedro**  
**Detailed Listing of Community Benefit Services**  
**Reporting Period: January 1, 2023 - December 31, 2023**

Category	Total Expense	Net Revenue	Net Expense	Persons Served
<b>A. Community Health Improvement Services</b>				
Building Stronger Communities/Local Support Network	692,182	395,523	296,659	150
COVID Education and Outreach	139,183	58,833	80,350	8,569
Community Health Insurance Program (CHIP)	377,450	197,950	179,500	889
Community Health Worker Academy	100,345	51,923	48,422	4
Community Public Health Team	266,404	163,088	103,316	-
Creating Opportunities for Physical Activity (COPA)	564,163	290,760	273,403	3,738
Health Education	298,180	94,702	203,478	247
Homeless Care Navigation	159,417	-	159,417	109
Lawndale Wellness Center	690,160	473,473	216,687	-
Emergency Department Community Health Workers	122,899	-	122,899	965
Mental Health Assessment Team	90,836	13,831	77,005	223
Partners for Healthy Kids Mobile Clinic (PFHK)	411,461	2,795	408,666	574
PLCM Wellness and Activity Center	139,131	4,426	134,705	252
Post-Discharge for Medically Indigent (including Psych. Patients)	217,570	-	217,570	382
Post-Discharge Pharmacy Medication	101,941	-	101,941	326
Sexual Assault Response Team	116,290	58,723	57,567	70
Transportation/Taxi Vouchers for Medically Indigent	93,134	-	93,134	2,149
Welcome Baby Program	2,132,147	1,394,179	737,968	1,217
<b>Total A</b>	<b>6,712,893</b>	<b>3,200,206</b>	<b>3,512,687</b>	<b>19,862</b>

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**Providence Little Company of Mary Medical Center - San Pedro (cont.)**  
**Detailed Listing of Community Benefit Services**  
**Reporting Period: January 1, 2023 - December 31, 2023**

<b>B. Health Professions Education</b>				
Preceptorships	1,152,741	2,413	1,150,328	268
<b>Total B</b>	<b>1,152,741</b>	<b>2,413</b>	<b>1,150,328</b>	<b>268</b>
<b>C. Subsidized Health Services</b>				
<b>Total C</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>E. Cash and In-Kind Contributions</b>				
GLAAACC Sponsorship	2,500	-	2,500	-
Grants Supporting Access to Care	980,705	-	980,705	-
Grants Supporting Homelessness/Housing Insecurity	125,000	-	125,000	-
Grants Supporting Substance Use Management	417,630	-	417,630	-
<b>Total E</b>	<b>1,525,835</b>	<b>-</b>	<b>1,525,835</b>	<b>-</b>
<b>F. Community Building</b>				
<b>Total G</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>G. Community Benefit Operations</b>				
Community Outreach Administration	359,329	-	359,329	-
<b>Total G</b>	<b>359,329</b>	<b>-</b>	<b>359,329</b>	<b>-</b>
<b>TOTAL CATEGORY A-G COMMUNITY BENEFIT</b>	<b>9,750,798</b>	<b>3,202,619</b>	<b>6,548,179</b>	<b>20,130</b>

## APPENDIX 1: MISSION COMMUNITY HEALTH COMMITTEE

### *Mission Community Health Committee Members (2022)*

<b>Name</b>	<b>Title</b>	<b>Organization</b>
Jordan Abushawish	Director, Public Affairs	Providence
Richard Afable, MD	Board Member	PLCM Community Ministry Board
Emily Blue	Community Member	
Randy Bowers	Board Member	PLCM Community Ministry Board
Jan Brandmeyer	Community Member	
Rev. Andrew Campbell	Chaplain	Providence
Scott Ciesielski	Chief Nursing Officer	Providence
Thomas Connaghan	Board Member	PLCM Community Ministry Board
Dr. Michele DelVicario	Board Member	PLCM Community Ministry Board
Ed Derenzis	Community Member	
Kathie Eckert	Chair	PLCM Foundation Board
Thelma Gonzalez	Director of Student Support Services	Lawndale School District
Suzi Gulcher	Board Member	PLCM Community Ministry Board
Jim Hartman	Community Member	
Justin Joe	Director, Community Health	Providence
Sr. Nancy Jurecki	Chief Mission Integration Officer	Providence
Glen Komatsu, MD	Chief Medical Officer	Trinity Care Hospice
Jerry Kouzmanoff	Board Chair	PLCM Community Ministry Board
Jennifer Kozakowski	Chief Mission Integration Officer South Bay	Providence
Phyllis Monroe, MD	Board Member	PLCM Community Ministry Board
Bishop Dean Nelson	Board Member	PLCM Community Ministry Board
Lori Nolan, RN	Philanthropy Officer	PLCM Foundation
Stephanie Nolan	Exec. Dir. Acute Care Svs.	Providence
Garry Olney	Chief Executive So. Bay	Providence
Jeff Parker	Community Member	Kaufman, Dolowich, Voluck, LLP
Mark Paullin	Treasurer	PLCM Foundation Board
Dr. Karen Pavic-Zabinski	Regional Ethicist	Providence
Amber Sheikh	Community Member	Sheikh Impact
Sr. JoAnn Showalter	Board Member	PLCM Community Ministry Board
Msgr. David Sork	Community Member	St. John Fisher Catholic Church
Jim Tehan	Regional Director, CHI	Providence
Mary Ann Walker	Vice-Chair	PLCM Foundation Board
Candice Washilewski	Exec. Dir. Acute Care Svs.	Providence
Paul White	Manager, Spiritual Care	Providence
Veronica Williams	Associate Marriage & Family Therapist	Richstone Family Center
Rabbi Gordon Zalman	Community Member	Jewish Community Ctr.